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San Francisco Public Library Strategic Plan: 2024-2030

Library Commission Presentation 03.21.24







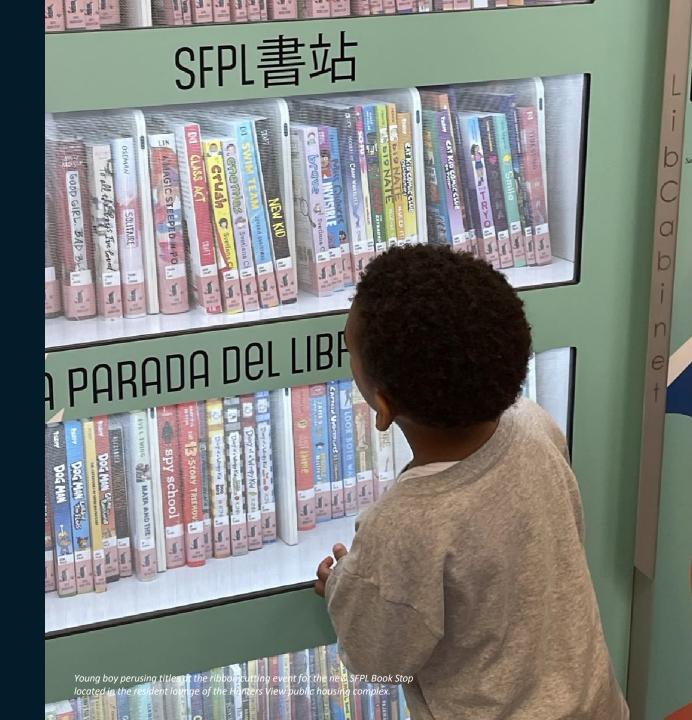




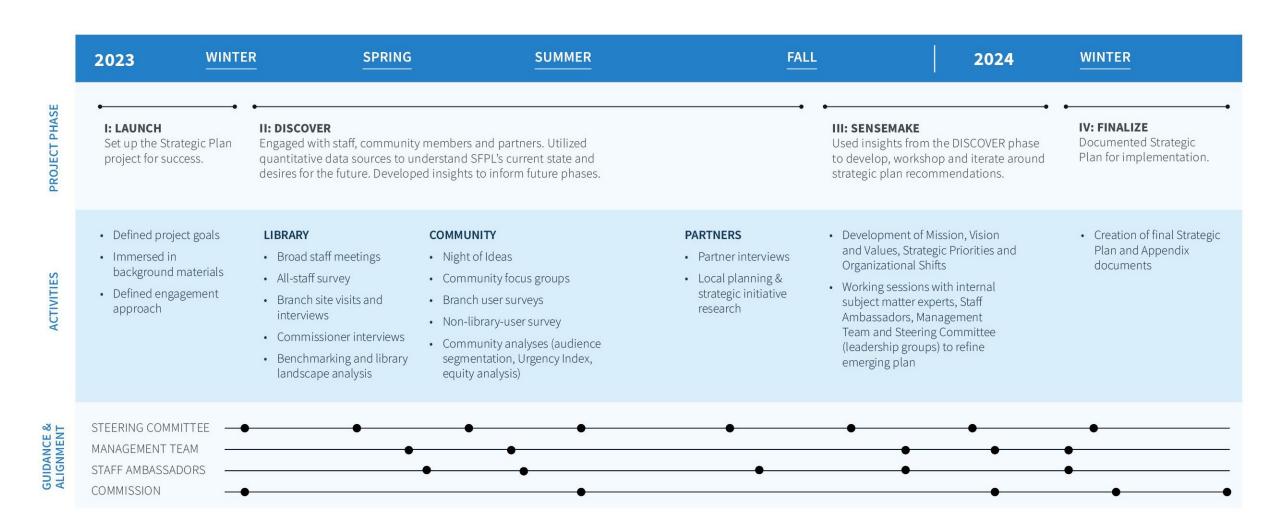


Meeting Goals

- Share the final Strategic Plan
- Adopt the proposed amended bylaws to incorporate SFPL's updated Mission Statement in alignment with the Library's Strategic Plan



Planning Process





Our Vision, Mission and Values will guide everything we do.



A democratic, equitable and vibrant San Francisco for everyone



Connect our diverse communities to learning, opportunities and each other



Well-being • Community • Equity Collaboration • Exploration

Vision

Our aspiration for the future of San Francisco and desired community outcomes resulting from our efforts.



Danza Azteca Xitlalli-Xolotl troupe members link arms with community members and staff of the San Francisco Public Library and Department of Public Works to celebrate the groundbreaking for the Mission Branch Library renovation.

A democratic, equitable and vibrant San Francisco for everyone

Mission

What we will do to achieve our Vision. It represents the purpose of the organization based on our role in the community.



SFPL celebrates the 2023 graduates of the Career Online High School program with a ceremony and reception at the Main Library.

Connect our diverse communities to learning, opportunities and each other

Values

What guides our behavior and beliefs within our organization and towards the communities we serve.



PEN America hosts its first-ever Freedom to Learn Student Summit for high school students in Northern California at the Mix at Main. This unique day of thematic workshops and activities led by PEN America student leaders and staff, help equip students with the knowledge and skills necessary to combat book banning and educational censorship to preserve the freedoms to read and learn in their schools, libraries and communities across the region and beyond.

WELL-BEING

We prioritize well-being by creating a safe, respectful and supportive environment.

EQUITY

We advance equity by providing access to free, high-quality resources and impactful opportunities.

COMMUNITY

We strengthen our communities when we come together to engage, inspire, celebrate and learn from each other.

COLLABORATION

We embrace diverse perspectives through thoughtful collaboration.

EXPLORATION

We inspire all to harness the power of learning and discovery, wherever imaginations and curiosities lead.



Strategic Priorities

Our strategic priorities are based on community feedback and offer five specific roles SFPL will embody to best serve the community.



Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.



Cultural Amplifier

Facilitate cultural experiences that celebrate and deepen understanding of the diverse communities of San Francisco.



Community Catalyzer

Foster experiences both within and beyond the Library that create and strengthen social connections.



Thoughtful Navigator

Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.



Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.



Literacy Champion

Cultivate the critical understanding necessary for meaningful participation in society through immersive and varied learning activities.

COMMUNITY VOICES:

"The homework center to help parents and kids out is needed. Parents don't always know how to help their kids, and they might run out of patience...so that is a huge help for parents."

SPANISH-SPEAKERS FOCUS GROUP (TRANSLATED)

"There are members of our community with limited English who would feel more welcomed at the library if things were run in a language they are fluent in."

SOUTH CENTRAL FOCUS GROUP (MISSION DISTRICT)





Literacy Champion Strategies

Strategy 1

Expand the impact and scope of current core literacy programs to support reading and writing skill development for all ages.

CURRENT OFFERINGS

- Storytime
- Every Child Ready to Read
- Youth Bookmobile
- · The Bridge
- Scholars@Home
- Home library development
- FOG Readers
- Project Read
- Career Online High School (COHS)
- English Language Learners
- Book giveaways

COMMUNITY NEEDS

- High-quality educational opportunities for all
- Literacy aid for all, especially young children
- English-language education for nonnative English speakers

OUTCOMES

- · All kindergarteners are ready to read
- All students are reading at grade level by 3rd grade
- Improved basic literacy skills for adults



Illustrator Minnie Phan toured branch libraries during her 2022 Summer Stride campaign.

Strategy 2

Bridge education gaps and minimize learning loss through expanding outof-school-time learning opportunities, including homework support.

CURRENT OFFERINGS

- Summer Stride
- Scholar Library Card
- The Mix (teen space at The Main)
- College and Career Workshops
- STEM Challenge
- In-Person Homework Help
- Brainfuse Live on-on-one Online Homework Help

COMMUNITY NEEDS

- Homework help
- Extra student support

OUTCOMES

 Educational (in alignment with SFUSD PK-12 Core Curriculum) and emotional, social, thinking and learning developmental milestones reached by more students



Literacy Champion Strategies

Strategy 3

Expand and optimize content types and instructional format to support all 21st century literacies, including media, digital, financial and civic.

CURRENT OFFERINGS

- · Connect with Tech Week
- · Work It Program
- Financial literacy programming
- · Digital literacy programming

COMMUNITY NEEDS

- High-quality educational opportunities for adults
- Digital skills support
- Educational instruction and resources in their primary language
- Help with life skills, including personal finance and career navigation

OUTCOMES

• Better navigation of government, institutional and financial systems by individuals

Strategy 4

Support the development of the skills and behaviors required to participate effectively in civic life, including staying informed, understanding government processes and exercising rights of citizenship and intellectual freedom.

CURRENT OFFERINGS

- San Francisco Ballot Proposition Database
- · Voter Information Pamphlets and Ballots

COMMUNITY NEEDS

- Places to support civic activities and engagement
- Help understanding governmental systems

OUTCOMES

- Residents engaged in civic activities
- Higher voter turnout



Graduates from the Bridge at Main's Computer Basics Class.



Literacy Champion Featured Initiatives

Implementation Key:

Phase 1 Phase 2 Phase 3

- Dark orange indicates timing of kick off
- · Light orange indicates continued activity

Enhanced School Literacy Readiness

Partner with the San Francisco Unified School District, Department of Early Childhood and Department of Children, Youth and Their Families to ensure that San Francisco children are meeting literacy milestones with an emphasis on kindergarten readiness and grade-level reading by the end of third grade.

Implementation: Phase 2



Connected Learning Hubs

Dedicate a minimum level of programming for connected learning at all locations for schoolaged youth during out-of-school-time to integrate their personal interests with access to pro-social activities, academic support and enrichment while supporting emotional and social well-being.

Implementation: Phase 2





A future where high-quality math tutoring is available at connected learning hubs across all branches Illustration: Margaret Sullivan Studio



Cultural Amplifier

Facilitate cultural experiences that celebrate, center and deepen understanding of the diverse communities of San Francisco.



Strategy 1

Develop offerings and experiences at the Library that facilitate cultural exchanges to deepen our understanding of ourselves and each other.

Strategy 2

Connect people to diverse arts and culture experiences across San Francisco.

Strategy 3

Enable creators with the tools, materials and knowledge to explore creative passions.

Strategy 4

Provide creative professionals with paid opportunities and new audiences for their work.



Cultural Amplifier Featured Initiatives

Implementation Key:

Phase 1 Phase 2 Phase



- Dark orange indicates timing of kick off
- Light orange indicates continued activity

Enhanced Affinity Center Efforts

Create a dedicated Latinx Affinity Center at Main and expand SFPL's partnerships with local Native and Indigenous centered organizations to build greater connections with our Latinx and Native communities and enhanced cultural awareness among residents. Build upon current Affinity Center efforts to engage in collaborative, systemwide efforts and ensure programs and outreach are accessible in all communities.

Implementation: Phase 2



Expanded Cultural Exhibits

Expand partnerships with local artists and arts nonprofits to support exhibitions that uplift local talent and celebrate the cultural diversity of San Francisco, its neighborhoods and residents.

Implementation: Phase 2



Community Storytelling and Local History Initiatives

Host varied opportunities where community members can record and share stories about themselves, their families and their communities to embrace local history and celebrate our distinct communities. Library staff will support patrons in learning successful techniques of interviewing and in the production of oral histories.

Implementation: Phase 3





A future where community members record and tell their stories at the Library. Illustration: Margaret Sullivan Studio



Community Catalyzer

Foster experiences both within and beyond the Library that create and strengthen social connections.



Strategy 1

Offer experiences that bridge generations, rooted in shared interests and passions.

Strategy 2

Provide off-site services to reach priority, highurgency audiences who don't typically use the Library.

Strategy 3

Foster shared experiences that facilitate new relationships and expertise-sharing between community members.



Community Catalyzer Featured Initiatives

Enhanced Intergenerational Programming

Host more intergenerational programs at branches and off-site community spaces to foster greater understanding, support lifelong learning for older adults and seniors and help overcome feelings of loneliness and social isolation.

Implementation: Phase 1



Outdoor Space Activation

Optimize SFPL's outdoor spaces – including the Fulton Street plaza outside the Main Library – with community displays and events to enhance quality of life in the neighborhood, support pro-social activities and foster connection and community. Events could include live music, summer programming for families and Bay Beats.

Implementation: Phase 3





Phase 1 Phase 2 Phase

- Dark orange indicates timing of kick off
- · Light orange indicates continued activity



A future where people of all ages connect over their love of gardening in an outdoor space adjacent to one of the branches. Illustration: Margaret Sullivan Studio



Thoughtful Navigator

Serve as a caring and knowledgeable gateway, helping people find and use library, community and city resources to realize their goals.



Strategy 1

Guide immigrants and highneed residents towards vital services and comprehensive support networks, taking a tailored approach based on specific needs.

Strategy 2

Take a warm approach to orient newcomers to the neighborhood and branch, fostering a sense of belonging.

Strategy 3

Support the whole family's well-being by offering a centralized, approachable starting point to address intertwined needs (e.g., navigating a career switch while caring for small children).



Thoughtful Navigator Featured Initiatives

Implementation Key:

Phase 1 Phase 2 Phase

- Dark orange indicates timing of kick off
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Gateway to SF Pathways to Citizenship Initiative

Partner with the SF Office of Civic Engagement and Immigrant Affairs (OCEIA) to provide robust support, services and programs for immigrants, refugees and their families in a safe and welcoming environment.

Implementation: Phase 2



Promotora Outreach Program

Partner with local community organizations to recruit community-based "Promotoras" – or ambassadors – to help further engage Latinx, Black/African American, Arabic-speakers, recent immigrants from China and low-income residents and connect them with library resources.

Implementation: Phase 1





A future where immigrants can access support and resources at the Library. Illustration: Margaret Sullivan Studio



Resource Provider

Offer experiences, guidance and resources that support basic needs, encourage personal growth and enrich life in San Francisco.



Strategy 1

Provide community
members with core library
services, including books,
media, equipment and
spaces that align with their
interests, accessibility needs
and personal growth goals.

Strategy 2

Inspire skill-building, passion development and new interests through access to SFPL's unique collections and nontraditional resources (e.g., Library of Things, event access and specialized arts and design equipment).

Strategy 3

Champion digital equity through access to emerging technologies and the spaces that support them.



Resource Provider Featured Initiatives

Expanded Workforce Development Opportunities

Develop internship, fellowship or workforce development opportunities for young adults, college students or recent graduates to support the next generation on their professional journey.

Implementation: Phase 2



Read to Recovery Initiative

Support recovery efforts in the San Francisco community with providing additional resources and materials supporting addiction recovery, harm reduction and prevention for those affected by substance abuse.

Implementation: Phase 1





Phase 1 Phase 2 Phase 3

Dark orange indicates timing of kick off

· Light orange indicates continued activity



A future where students and recent graduates can learn essential job skills at the Library. Illustration: Margaret Sullivan Studio



Organizational Shifts

These service model shifts will direct how SFPL internally realizes its Vision, Mission, Values and Strategic Priorities.



Prioritize the Community

in all we do to meaningfully meet residents' needs and empower them to realize their aspirations.



Adopt a Growth Mindset

to evolve and adapt to changing circumstances.



Embrace Collaboration

with our partnerships and networks amplifying our impact and fostering creativity.



Proactively Connect

patrons to our services, with a focus on driving awareness and equitable access.



Infuse the Spirit of SF

into the design and delivery of the Library experience.



Promote Well-being & Safety

of staff and community members while remaining a welcoming place for all.



Infuse the Spirit of SF

into the design and delivery of the Library experience.

OPPORTUNITIES

- Articulate and refine the characteristics that define an SFPL library experience, including amplifying attributes that reflect the culture of San Francisco
- Spark curiosity and employ play and joy more overtly in library experiences to draw people in and drive depth of connection with SFPL
- Continue to support local creatives through the Library's offerings
- Better utilize the diverse staff skills and interests to better reflect the unique character of San Francisco through our diverse staff



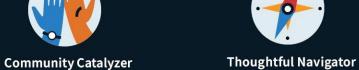
Plan Overview

STRATEGIC PRIORITIES













and vibrant San Francisco for everyone

communities to learning, opportunities and each other

Values

Well-being - Community Equity - Collaboration Exploration

Prioritize the Community

Adopt a Growth Mindset

Embrace Collaboration Proactively Connect

Infuse the Spirit of SF

Promote Well-being and Safety

ORGANIZATIONAL SHIFTS

Looking Forward





Phase 1 -**Organizational Impact**

OUTCOME: A purposeful culture where staff are living SFPL's Values and developing the capabilities to realize the Strategic Plan

Key community offerings we will develop in alignment with Strategic Priorities:



Read to Recovery Initiative



Enhanced Intergenerational Programming



Promotora Outreach Program

Examples of steps we will take internally in alignment with Organizational Shifts:

Culture: Socialize and integrate Strategic Plan into all aspects of the organization

Skills & Talents: Reduce organizational silos and enable cross-functional collaboration

Partnerships: Share SFPL's capabilities and goals in alignment with the Strategic Plan and learn about those partners in service of aligning around shared goals and objectives

Spaces: Develop a new facilities master plan in alignment with strategic plan

Offerings: Use community interests and needs as the primary decision drivers for which programs, services and collections are offered

Communications: Evolve brand and communications to reflect and bring our new Vision, Mission and Values to life

Operations: Evolve safety processes to make the library feel more welcoming for all



Phase 2 - Community Impact

OUTCOME: A library that is genuinely community-centered in how it works and in what it delivers

Key community offerings we will develop in alignment with Strategic Priorities:













Examples of steps we will take internally in alignment with Organizational Shifts:

Skills & Talents: Train, develop and hire to build competencies in identified areas

Partnerships: Continue to utilize partnerships and external creators to offer more of the atypical offerings that capture the unique attributes of San Francisco

Spaces: Identify and implement space evolutions (indoor and outdoor spaces) in alignment with the Strategic Plan

Offerings: Develop experience principles in alignment with Strategic Plan: the core attributes that define an SFPL program, including those that reflect the unique qualities of SF

Communications: Expand the community's perceptions of the library through awareness campaigns to reflect the true range of offerings

Operations: Develop processes around new service lines to respond to community needs



Phase 3 – Comprehensive Impact

OUTCOME: SFPL is fully realizing the Strategic Plan and broadening its impact in San Francisco

Key community offerings we will develop in alignment with Strategic Priorities:



Community Storytelling and Local History Initiatives



Outdoor Space Activation

Examples of steps we will take internally in alignment with Organizational Shifts:

Culture: Create value and pride in the depth of understanding of the library offerings and use of knowledge management systems

Partnerships: Establish a shared set of best practices and assessment measures amongst partners

Spaces: Extend services to spaces outside of the library (e.g., senior living communities or Rec & Parks Centers) to reduce friction impeding access for priority and high-urgency audiences

Offerings: Expand access to high-urgency, high-priority groups without access to a convenient SFPL location

Communications: Evolve patron communication norms to support a more proactive, high-quality service model

Operations: Further define the educational and emotional, social, thinking and learning developmental milestones that offerings deliver against

Thank you to the Commissioners, Community & SFPL Staff



Participants in the May All-Staff Workshop share their hopes for the future of San Francisco and the Library.



Post-it notes written by library staff members capture their favorite things about living in San Francisco.



Community members share some of the Library's challenges and what they believe all people should have access to during the March 2023 Night of Ideas.



Staff Ambassadors share their experiences using the draft strategic plan to prioritize and design future initiatives.



A desire for the future shared at the September 2023 All-Staff Workshop.



Community members craft the future of the city and SFPL narratives during the March 2023 Night of Ideas.

Next Steps & Discussion

Requested Action



Adopt the proposed amended bylaws to incorporate SFPL's updated Mission Statement in alignment with the Library's Strategic Plan:

ARTICLE II - Mission Statement

Section 1:

Replace:

The San Francisco Public Library system is dedicated to free and equal access to information, knowledge, independent learning, and the joys of reading for our diverse community.

With:

Connect our diverse communities to learning, opportunities and each other

Q&A and Discussion